

HEALTH AS A FACTOR OF WORK-LIFE BALANCE: SCALE RESTRUCTURE BASED ON THE CONTEXTUAL PERSPECTIVE

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ABSTRACT

The paper aims to study the factors of Work-Life Balance (WLB) in prevalent contextual changes. The research focuses on exploring and enhancing the work-life balance scale by Hayman to better fit the current social, technological, environmental and economic conditions prevailing in the society. The different factors are identified using exploratory factor analysis (EFA) method. Further the convergent and discriminant validity are proven with the help of confirmatory factor analysis (CFA). The results of the study reveal that the WLB can be explained with the help of four factors namely: work interference with personal life, personal life interference with work, work-personal life enhancement and health. Health came out to be a significant factor that explains variance in WLB which has been overlooked prior to this work. This research work points to the importance of perpetual environment, technological and cultural changes in an individual's health and as a result of the individual's initiative towards balancing work-life ratio.

KEYWORDS: Work-Life Balance, Health, Exploratory Factor Analysis & Confirmatory Factor Analysis

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INTRODUCTION

Work-life balance is a term that has been explored by many researchers and rightly so. Work-life balance is the extent to which an individual deliberately engages self equally in work role and family role (Greenhaus, Collins and Shaw, 2003). It is a degree to which a person subjectively perceives time allocation to work and life commitments (Gropel and Kuhl, 2009). Multiple factors give impetus to the widely explored concept of WLB. First being in the wake of globalization and competition, both men and women are joining workforce which gives rise to dual-career couples and issue of balancing work and life roles (Elloy and Smith, 2003). Due to this fact, organizations are inculcating many support policies for job satisfaction and enhanced employee loyalty. Organizations demand has increased in the form of role enlargement, attainment of the latest skills and long working hours. Research suggests that individuals spend half of their life at work making work a dominant part of a person's life (Dagenais-Desmarais and Savoie, 2012). Work is that domain of work-life balance that shapes the way people experience their lives in the workplace as well as their lives in a broad sense (Hoffmann-Burdzińska and Rutkowska, 2015). Another factor giving dominance to study of work-life balance is the advancement of technology giving boost to concepts like telecommuting, desk sharing and flexi-time. Flex-place allows people to work from home either full time or part time. Though the aim of flex-place is to allow employees to work from home (a familiar friendly environment) such a concept blurs work and home boundaries (Currie and Eveline, 2011).

Another very crucial factor that contributes towards need of study of work-life balance in current scenario is growing of urban sector bringing issues of congestion and pollution in play (Wood and Sevison, 1990). These factors have an adverse effect on the health of a person, both mental and physical.

The concept of work and life domains has shifted immensely from what it meant in the past decade to the present. Work-life balance is dependent on contextual factors (favourable and unfavourable conditions) such as changes in social, environmental, economical and political policies. This gives a boost to revisit the concept in current scenario and possibly adapt work-life balance scale for the validity of the measured outcome. This paper aims to develop an adapted scale based on Hayman work-life balance (2005) scale for assessing the construct of work-life balance more suitable to the changing social, cultural and environmental conditions.

The business school teachers sample has been chosen for the purpose of scale development for few specific reasons. Teachers in current scenario are expected to learn new skills, adapt technological know-how and also deal with the student needs (Pillay et al., 2005). They are expected to play a role more of a facilitator to provide quality education to students and equally contribute towards quality research (Brown, 2007; Etzkowitz, 2003). This leads to built up of stress and burnout in teachers, giving motive to focus on their work-life balance (Bell et al. 2012). It has also been identified teacher's classroom outcome directly reflects on the students learning outcome as well (Patrick et al., 2000). Teaching competency impacts the quality education delivered in classroom (Bakhru et. al, 2013). Education is the aspect that impacts students (human capital in progress) as well as faculty members (tools of human capital generation), monitoring of stress and their work-life balance is extremely important (Lease, 1999). In the set context, the purpose of the paper is to revisit work-life balance, in order to, identify factors that have an impact on individual perception of balanced work-life. The paper also presents an adapted scale with contemporary factors that best explain variance in work-life balance as a construct.

LITERATURE REVIEW

Work-life balance is a term that has been explored in the past decade with multiple definitions aiming to describe the true essence of what a balanced work and life role actually means. Guest (2002) implies work-life balance is not about attaining equal status in work and life commitments but it is more about internal perception of an individual to what he assumes the status quo for him. It is an individual perception of giving more value to work commitment than to life commitment or vice versa, but it must be acceptable to an individual as a correct stability ratio. According to the schedule (2012) work-life balance sometimes is interchangeably used as work-family conflict, work-family enrichment or work-family spillover.

On the contrary, work-life conflict represents how one role makes achieving balance with other role difficult (Greenhaus and Beutell, 1985). Work-life enrichment is a positive approach to look towards attaining balance stating that work and life domains can actually work to provide satisfaction towards one another (Greenhaus and Powell, 2006). Work-life balance is a wider term than work-family balance. Gropel and Kuhl (2009) suggest that work-family balance is more relevant in case of married individuals and not with people without a family. To encapsulate people regardless of their marital status, work-life balance is more fitting of a term. Work-life balance includes an aspect of work-life conflict as well as work-life enrichment as they combine to provide stable balance (Fisher, 2001). A person has a limited number of waking hours, which in accordance of his needs he decides to break into segments. The need in itself could be need for

money which is a prime motivator for people to join the work force (Hoschild, 1997). The workplace is the confinement of professionalism where a person is expected to devote mind, knowledge and loyalty to bring out the best outcome for the organization and in return is paid. But work does not have to mean negative effect, it can be more challenging, fulfilling and satisfying (Eikhof et al., 2007). Life is everything that happens outside the workplace. Organization support policies of child care and elderly care as part of work-life balance policies indicates that society perception of life is related more to the aspect of care (Eikhof et al., 2007).

Fisher-McAuley (2001) conducted a study for 19-item scale development by data collection among managers to identify the factors leading to the perception of the employee work-life balance. The scale was constructed on a 7 point likert scale where 1 represented 'not at all' and 7 represented 'all the time'. This scale was further adapted by Hayman (2005) by retaining all the three dimensions but reducing items to 15 to measure the three dimensions. The three factors identified that combine to explain variance in work-life balance namely: work interference with personal life (WIPL), personal life interference with work (PLIW) and work personal life enhancement (WPLE). The dimension of WIPL measures how work commitment can negatively impact health of a personal life. A person ranging high on WIPL represent poor work-life balance. PLIW determines an investment in personal life leads to negative spillover on work i. e. a higher involvement in personal life depletes the time for work. A person ranging higher on PLIW indicates a poor work-life balance. The positive viewpoint that work and life domains are actually complementing is represented by WPLE. Work can also make a person more creative, motivated and satisfied which in turn allows the person to be more active in personal life as well and vice versa. Higher mean to WPLE indicates a higher level of perceived work-life balance. The cumulative percentage of variance explained is 68.8.

One factor that is a baseline requirement to achieve work-life balance that has been reported is health. Most studies mention health as a direct outcome of good work-life balance (Halpern, 2005; Lunau et al., 2014). But a person needs good health to continue to be healthy. Health is the prime factor that allows a person to perform work and life roles, and the level of health will define the goodness of outcome (Danna and Griffin, 1999). Health is total mental and physical well-being in current time as well as expected transition at a future time (Patrick et al., 1973).

The definition of good health has been explored by many researchers. Reeves and Rafferty (2005) identified determinants of negative health as tobacco, poor diet and lack of physical activity. Key health enhancing behaviour identified in literature includes adequate sleep, proper nutritional diet and regular exercise and a healthy lifestyle (Jessor et al., 1998). Healthy lifestyle of an individual is linked to four aspects: adequate exercise, non-smoking, nutritional diet and healthy weight (Chiuvé et al., 2006). Physical exercise has been found to improve mood of individual and functional capacity that contributes to mental and physical well-being (Penedo and Dahn, 2005). In work of Emslie and Hunt (2009), the data provided evidence of males who considered themselves fit had higher WLB and better initiatives to work and life commitments. Healthy people are physically as well as mentally more energetic and robust (Bloom and Canning, 2003). Accordingly failure to achieve balance is associated with impaired mental health (Beatty, 1996; Grzywacz and Bass, 2003). It implies, a person with good health can better attain work and family balance. Boyd (1997) stated a person with poor health is less productive, make decisions that are poor quality and more prone to absenteeism. The same is represented by the organizational work-life balance policies like child care, parental leave entitlement or working time arrangement with the aim to improve mental health and well-being of the employees (McDonald et al., 2005). Such organizational policies point to the importance of health for job satisfaction, greater home involvement and

well-being (Greenhaus et al., 2003). Situationist perspective defines balance as dependent upon a person's context. In the present scenario social, technological, environmental and economic context are rapidly changing bringing a need to renew context change in a work-life balance definition. This perspective of work-life balance is the most valuable (Reiter, 2007). Health as a determinant of WLB has been explored from the perspective of social, technological, environmental and economic contexts.

Social changes are a direct outcome of globalization and liberalization. More women are joining the workforce as well as ageing population is also increasing within workplace giving rise to dual career couples and need for health care respectively (Beauregard and Henry, 2009). This shift from the traditional defined role of man as a wage earner and woman as household in-charge to dual earners blurs how task of daily life will be handled leading upto emotional exhaustion and stress (poor mental health) (Gilbert and Rachlin, 1987). In a report by Ilmarinen (2006), 40% men and women above age 45 showed psychosocial and work-induced stress. The challenge exists in findings adjustment in work to prevent deterioration to health. A health adjusted working life is required. Workforce diversity and prospect of migration is also gaining prominence as a result of globalization (Cox and Blake, 1991). The issue faced by diverse workforce ranges from language and cultural barrier (Hansen and Donohoe, 2003) to health consequences in the form of psychological impact (Lee and Westwood, 1996).

Another contextual aspect to be considered is the growing dominance of technology. Technology has allowed an individual to be connected to work even when outside work premise. This makes the job a never disengaging part of the worksite (Conrad, 1988a) causing mental and physical health concern (Danna and Griffin, 1999). Currie and Eveline (2011) in their work referred employees in technological era as 'portable humanoid office' leading upto no defined work and home boundaries. Such a blurred role often is a source of tension and lower well-being.

Another important factor impacting work-life balance through poor health is the environment. With industrialization and modernization all over the globe the concern for the environment and its severe impact to the health of a person cannot be ignored (Donohoe, 2003). Air pollutants constitute of tiny particulate matter that has been linked to increased mortality and hospital admission due to respiratory diseases (Brunekreef and Holgate, 2002). Other critical effects of pollution ranges from heart disease, lung cancer or asthmatic attack (Kampa and Catanas, 2008). Economical aspect is also a factor that rapidly and repetitively challenges a person attempt to health and towards a good work-life balance. One effect of the poor economy is seen in the form of downsizing. Downsizing leads to health issues in employees ranging from smoking to excessive consumption of alcohol (Marmot et al., 1993) to imbalance of work and personal life (Cobb and Kasl, 1977). When prices of basic and luxury items increase as a result of a crashing economy, a person in order to not compromise the lifestyle tends to devote more hours at work. It leads to lack of devotion to life commitments as well as stress and emotional exhaustion (Andreassen, 2007). Workaholicism was found to be correlated to work-life imbalance (Aziz and Cunningham, 2008).

RESEARCH METHODOLOGY

The aim of the research is to explore factors in the current contextual scenario that have an impact on work-life balance. The study is exploratory in nature. Prior to data collection the draft questionnaire consisting of 23 items (WIPL-7 items, PLIW- initial 4 and 2 additional items, WPLE- initial 4 items and 1 added item, Health- 5 added items) was prepared and shared with thirty HR practitioners and academicians who are expert in the field work-life principle.

The Hayman work-life balance was adapted to bring robust validity to contextual work-life balance construct. The data was shared with experts in the form of interviews. Expert provided the content validity for each item, suggesting the validity of each item to respective factor. A questionnaire was then finalized for data collection from respondents. Method of data collection is done with the help of structured questionnaire from a sample of 504 b-school teachers in the National Capital Region (NCR) of India with the help of pen and paper survey. The primary data is collected from b-school teachers with the help of stratified random sampling. A pilot test of the questionnaire was done by taking responses of 50 b-school teachers. Pilot study suggested feasibility of the instrument for measuring the construct of work-life balance. On the basis of responses received from pilot study, the questionnaire was further modified to remove overlapping, missing words, and language problem. The final questionnaire consists of 23 items after extensive literature review and expert opinion to subject construct. All statements were rated on a 7 point Likert scale where 1 represent not at all and 7 represent all the time. Exploratory factor analysis (EFA) is applied to the responses received by b-school teachers on 23 items measuring work-life balance to identify the latent factors. Varimax orthogonal rotation is used to apply principle component analysis on primary data. The factors only with Eigen value greater than 1 were retained. The results of EFA helped in re-forming work-life balance scale. CFA is then applied to the factors of work-life balance to confirm convergent and discriminant validity.

DATA ANALYSIS AND INTERPRETATION

Sample Description

Primary data collected from b-school teachers from the NCR region of India. The sample size is of 504 respondents. The age of respondents in sample ranges from 25 to 60 years. Most of the participants ($n = 398$) have finished a doctorate degree (PhD) in management stream. The b-school institutes in India are categorized under MHRD (Ministry of Human Resource Development) as follows: University grant commission (UGC) approved (central (4%), state (72%), private (6%) and deemed (6%)) and AICTE (All India Council of Technical Education) approved (12%). The distribution of teacher designation in the taken sample is as follows: Assistant professor (48%), Associate professor (22%) and Professor (30%).

The study works to identify latent variables that explain maximum variance in work-life balance. The study makes use of EFA as a method to explore the factors perceived by b-school teachers as a measure of work-life balance. In order to measure the work-life balance a total of 23 statements related to work-life balance was included in the questionnaire. EFA method is used to on the 23 statements related to latent variables of work-life balance to identify the degree of correlation among the statements. Features of EFA that checks for the adequacy of sample data and psychometric adequacy is Kaiser-Meyer-Olkin (KMO) and Bartlett's test of Sphericity (Corruble et al., 2003). KMO value above 0.5 is considered suitable for proceeding with factor analysis. Bartlett's test of Sphericity with $p < 0.5$ is considered significant to proceed with factor analysis (Williams et al., 2010). The result of KMO for sample adequacy and Bartlett check for Sphericity are shown below in table 1.

Table 1: Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett Test of Sphericity

KMO Statistics		.886
Bartlett's Test statistics	Approx. Chi-Square Value	8587.083
	P Value	.000*

* $p < 0.05$

The KMO statistical result is 0.886 indicates the sample adequacy in the dataset. The KMO value was found to be above the acceptable level of 0.5. KMO result also indicate adequacy of variance in responses towards each statement measuring different dimensions of work-life balance. KMO value indicates to the researcher that further EFA can be implemented. The Bartlett's test of Sphericity with significant p-value indicates the existence of significant correlation between the statements. It also indicates that p-value of the Chi - score is significant as it is less than five percent level of significance. Therefore, with 95 percent level of confidence it can be concluded that the correlation matrix representing the coefficient of Pearson is not an identity matrix. Hence there exists a significant relation between different pairs of variables further being processed for EFA analysis.

Table 2 provides the communalities i. e. the variance explained of the included variables before and after the factor extraction has been applied. The initial communality i. e. prior to extraction is always believed to be ideal value 1. After extraction values indicate the amount of variance explained by the extracted factor of selected variables. Variance before extraction is assumed to be 100 percent which after extraction reduces to some extent. The communality value provided in table 2 indicates the percentage of variance explained prior to extraction and after the extraction has been completed.

Table 2: Initial and Extracted Communalities

	Initial	Extraction
My personal life suffers because of work.	1.000	.648
My job makes personal life difficult.	1.000	.666
I neglect personal needs because of work.	1.000	.756
I put personal life on hold for work.	1.000	.764
I miss personal activities because of work.	1.000	.658
I struggle to juggle work and non-work.	1.000	.752
I am happy with the amount of time for non-work activities. ®	1.000	.701
My personal life drains me of energy for work.	1.000	.613
I am too tired to be effective at work.	1.000	.747
My work suffers because of my personal life.	1.000	.721
I find hard to work because of personal matters.	1.000	.781
My thought deviates to personal problems at work.	1.000	.745
My family commitment prevents me from achieving career progress.	1.000	.723
My personal life gives me energy for my job.	1.000	.734
My job gives me energy to pursue personal activities.	1.000	.805
I am in better mood at work because of personal life.	1.000	.771
I am in better mood because of my job.	1.000	.717
My work helps me enjoy a wider social circle.	1.000	.716
I am in a better mood because of my physical fitness.	1.000	.740
My balanced diet keeps me energetic at work and personal life.	1.000	.803
I feel active in work and personal life activities after sound sleep.	1.000	.808
My healthy lifestyle keeps me active at work.	1.000	.745
My healthy lifestyle keeps my personal life satisfied.	1.000	.693
Extraction Method: Principal Component Analysis.		

The result of the initial communality came up to be 1 for all the statements. The after extraction communality for all the statements were found to be greater than 0.5. This indicates goodness of fit of the statements for EFA analysis. All the variables in the analysis came out to be significant contributor to extracted factors. Another important output while running principle component matrix is Eigen value. According to Kaiser (1960) Eigen greater than-one-rule states that only those latent variable that have Eigen value greater than one to be retained for interpretation. The number of latent variable whose Eigen value is greater than one retains to form significant factors. Table 3 represents the Eigen value and cumulative

variance explained by the identified total factors.

Table 3: Eigen Values of the Components and Total Variance Explained

Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.211	27.006	27.006	6.211	27.006	27.006	4.942	21.485	21.485
2	4.099	17.824	44.829	4.099	17.824	44.829	4.342	18.879	40.364
3	3.461	15.049	59.878	3.461	15.049	59.878	3.789	16.475	56.839
4	3.035	13.197	73.075	3.035	13.197	73.075	3.734	16.236	73.075
5	.771	3.350	76.426						
6	.518	2.251	78.677						
7	.488	2.124	80.801						
8	.470	2.044	82.845						
9	.431	1.872	84.717						
10	.375	1.628	86.346						
11	.367	1.594	87.940						
12	.330	1.435	89.375						
13	.280	1.219	90.593						
14	.277	1.205	91.798						
15	.271	1.179	92.977						
16	.240	1.045	94.022						
17	.236	1.026	95.048						
18	.226	.983	96.031						
19	.210	.913	96.945						
20	.202	.880	97.824						
21	.188	.816	98.640						
22	.172	.750	99.390						
23	.140	.610	100.000						

Extraction Method: Principal Component Analysis.

The above table shows the presence of 4 factors made from the distribution of 23 statements on the basis of correlation and attained Eigen values. It also shows the cumulative variance explained as 73.07 percent by all four factors in work-life balance. Scree test by Cattell(1966) is a graphical representation of Eigen values. The graph line is examined to see the last drop in the line that describes the number of factors. The scree plot is represented in Figure 1

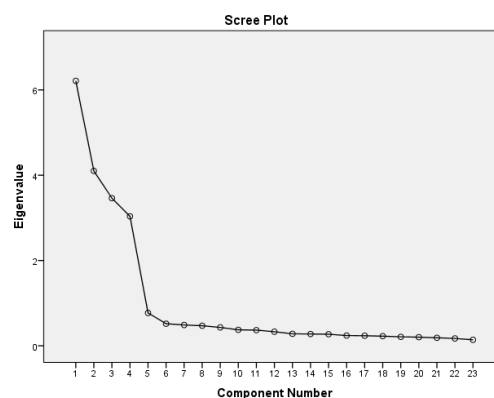


Figure 1: Scree plot

The scree plot represents a dip at 4 implying that there are 4 major factors being formed by the statements used in research. The factors below the dip are trivial and can be ignored.

The next table represents the results of principal component analysis (PCA). The result of PCA indicates that the twenty three factors considered in the study can be reduced to 4 factors. Rotated component matrix shows factor loading of

each item. Factor analysis confirmed 4 dimensions to explain work-life balance among b-school teachers. The identified factors are: 1) Work interference with personal life, 2) personal life interference with work, 3) Health and 4) Work personal life enhancement. The result of the rotated component matrix is shown under in table 4.

Table 4: Rotated Component Matrix

	Component			
	1	2	3	4
I put personal life on hold for work.	.870	.057	-.024	.053
I struggle to juggle work and non-work.	.863	.044	.065	.022
I neglect personal needs because of work.	.858	.092	.102	.029
I am Happy with the amount of time for non-work activities.	.830	.052	.075	.060
My job makes personal life difficult.	.808	.026	.096	.056
I miss personal activities because of work.	.804	.077	.068	.045
My personal life suffers because of work.	.802	.047	.041	.018
I find hard to work because of personal matters.	.040	.878	.033	.081
My thought deviates to personal problems at work.	.056	.857	.044	.077
I am too tired to be effective at work.	.043	.855	.036	.110
My work suffers because of my personal life.	.077	.841	.037	.079
My family commitment prevents me from achieving career progress.	.061	.840	.081	.081
My personal life drains me of energy for work.	.083	.776	.045	.051
My balanced diet keeps me energetic at work and personal life.	.038	.068	.893	.013
I feel active in work and personal life activities after sound sleep.	.043	.091	.892	.043
I am in a better mood because of my physical fitness.	.054	.064	.851	.092
My healthy lifestyle keeps me active at work.	.129	.062	.848	.080
My healthy lifestyle keeps my personal life satisfied.	.105	-.024	.818	.114
My job gives me energy to pursue personal activities.	.040	.120	.061	.886
I am in better mood at work because of personal life.	.007	.103	.044	.871
My personal life gives me energy for my job.	.067	.097	.025	.848
My work helps me enjoy a wider social circle.	.083	.084	.065	.836
I am in better mood because of my job.	.043	.045	.152	.830
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

The finding of rotated component matrix state that all items in the scale are significant. All the items in the scale showed factor loading to only a single factor and insignificant to other factors. The result of EFA identified that factor loading of all the statements in the scale is greater than 0.7. The reliability test of the following four factors has been found to be: WIPL (0.92), PLIW (0.92), WPLE (0.91) and HEALTH (0.91) and thus reliable proved.

Validity Analysis: Second Order CFA for WLB

In the study the WLB of a respondent is measured and represented with the help of 4 different dimensions, namely: WIPL, PLIW, Health and WPLE. Here each dimension is measured with the help of selected statements in the questionnaire and each statement is measured on an interval scale of 1 to 7 where 1 means strongly disagree and 7 means strongly agree. Each dimension used to measure the WLB and can be considered as a first order construct. WLB in the study is a second-order construct which is represented by 4 different first order constructs. In order to test the construct validity of WLB second-order CFA is used. The measurement model representing the second-order construct of WLB is shown below in Figure.

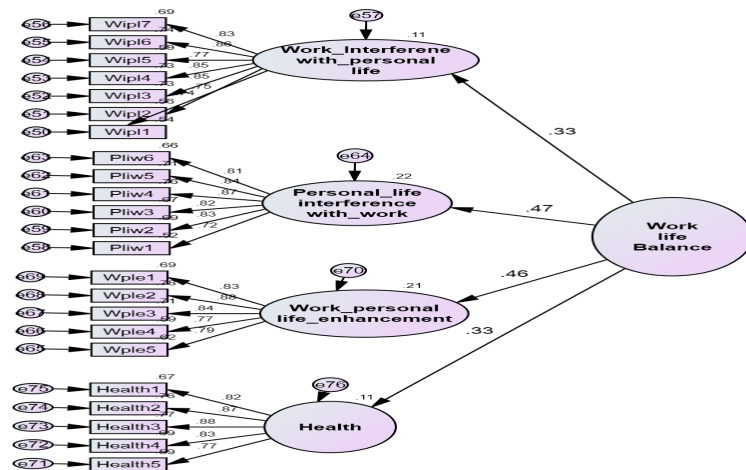


Figure 2: CFA for WLB

The results of the second order construct are discussed below in table 5.

Regression Weights

Table 5: Regression Weights for WLB

			Standardized Construct Loading	Unstandardized Regression Estimate	Standard Error (S. E.)	P Value	Critical Ration (C. R.)	R Square
WIPL	<---	Work life Balance	.331	.895	.276	.001	3.240	
PLIW	<---	Work life Balance	.473	1.000				
WPLE	<---	Work life Balance	.461	1.175	.348	***	3.375	
Health	<---	Work life Balance	.331	.847	.261	.001	3.248	
Wipl1	<---	WIPL	.738	1.000				11%
Wipl2	<---	WIPL	.748	.848	.050	***	16.890	
Wipl3	<---	WIPL	.852	.896	.046	***	19.479	
Wipl4	<---	WIPL	.854	1.033	.053	***	19.528	
Wipl5	<---	WIPL	.771	.841	.048	***	17.455	
Wipl6	<---	WIPL	.858	.874	.045	***	19.623	
Wipl7	<---	WIPL	.828	.771	.041	***	18.880	
Pliw1	<---	PLIW	.722	1.000				22.4%
Pliw2	<---	PLIW	.830	1.093	.060	***	18.274	
Pliw3	<---	PLIW	.818	1.036	.058	***	18.001	
Pliw4	<---	PLIW	.869	1.056	.055	***	19.142	
Pliw5	<---	PLIW	.840	.980	.053	***	18.502	
Pliw6	<---	PLIW	.815	.991	.055	***	17.926	
Wple5	<---	WPLE	.790	.927	.045	***	20.513	21.3%
Wple4	<---	WPLE	.771	.830	.042	***	19.799	
Wple3	<---	WPLE	.841	.890	.040	***	22.480	
Wple2	<---	WPLE	.885	.991	.041	***	24.167	
Wple1	<---	WPLE	.829	1.000				
Health5	<---	Health	.771	1.098	.056	***	19.593	11%
Health4	<---	Health	.831	1.018	.047	***	21.775	
Health3	<---	Health	.877	1.014	.043	***	23.529	
Health2	<---	Health	.873	1.138	.049	***	23.393	
Health1	<---	Health	.818	1.000				

The results as shown above of second order CFA (second order measurement model) indicate that the probability value in case of each unstandardized beta between first order construct of different WLB dimension and second order construct representing the WLB is found to be less than five percent level of significance. Thus, it can be concluded in the study that each dimension used in the study in order to measure WLB represents it significantly. The standardized beta,

which represents the coefficient of correlation between the different WLB dimension (first order constructs) and the WLB (second order construct) is found to be statistically significant. Also the result indicates that all the statement used in the study in order to measure the different dimensions of WLB are found to be statistically significant with standardized construct loading greater than 0.7. This indicates the presence of convergent validity in the measurement model and second-order CFA derived for WLB. The statistical fitness of the measurement model is shown below:

Table 6: Model Fit Indices

CMIN/DF	Goodness of Fit Index (GFI)	Comparative Fit Index (CFI)	Tucker Lewis Index (TLI)	RMSEA
3.555	0.884	.932	.924	0.071

The above table represents the different fitness index indicating the statistical fitness of the model. The CMIN/DF is found to be 3.555 which is less than required value 5. The CFI value is found to be greater than .9. The RMSEA is found to be 0.071 which is less than the required value of 0.08 hence it can be concluded that the WLB is a statistical fit second-order construct.

The following are the factors identified:

- **Work Interference with Personal Life (WIPL)**

WIPL is an important factor in measuring work-life balance among b-school teachers. WIPL factor is measured by 7 items such as 'I put personal life on hold for work', 'My job makes personal life difficult'. Long working hours in the current lifestyle is a factor that affects personal life. Work time is associated with conflict in fulfilling work and personal life commitments (Evenson, 1997). The concept to WIPL is related to lack of time left beyond work activities to be invested in life commitments (both social and family). Time has been identified in literature as a mediator to the relation of work and conflict (Frone et al., 1997). The more time spend at work can be because of career progression, presence of house assistance, work overload or parental demand (Major et al., 2002). Thus, it has an impact on time invested in non-work activities which leads to disturbed work-life balance.

- **Personal Life Interference with Work (PLIW)**

PLIW is another important factor that came out as a measure of work-life balance among b-school teachers. PLIW is measured by 6 items such as: 'I find hard to work because of personal matters', 'My thought deviates to personal problems at work'. Parasuraman et al. (1996) mentioned family interference with work, especially when family demands are more. Parental demands in personal life affect time that is to be invested in work commitments. This concept is loosely based on the depletion perspective stating that a person has only a fixed pool of resources which can be used in one domain, leaving scarcity of resources for other domain (Lambert, 1990). Family commitment has a strong correlation to work performance, behaviour and satisfaction. It is not just about the personal life responsibilities but about the quality of personal life that decides the either depletion or facilitation effect of personal life on work. In literature family interference with work has been related to job distress and low job satisfaction when importance attached by individual to family commitments is high (Baggar et al., 2008).

- **Health**

Health is an important factor in determining the frequency of personal initiative towards work-life management by an individual as well as quality of the outcome of those initiatives. Health is measured by 5 items in the scale such as: 'My

balanced diet keeps me energetic at work and personal life', 'I feel active in work and personal life activities after sound sleep'. Health is defined by healthy lifestyle that includes non-smoking, managing weight (as per body mass index-weight in kilogram divided by height in meters), consumption of 5 fruits in a day and regular exercise (30 minutes or more) (Reeves and Rafferty, 2005). Other than healthy lifestyle, getting adequate sleep is crucial in attaining health (Belloc and Breslow, 1972) for better work-life balance. Lack of sleep translates into depression, moody behaviour and stress (Wolfson and Carskadon, 1998).

- **Work Personal Life Enhancement (WPLE)**

WPLE came out as an important factor in measuring work-life balance among b-school teachers. WPLE is measured in the scale by 5 items such as: 'My job gives me energy to pursue personal activities', 'I am in a better mood at work because of personal life'. WPLE factor is based on the facilitation perspective that believes that investment in one domain only enhances role in other domain. Handling multiple roles related to work and personal life is challenging for an individual but it has potential to enhance the competency to better manage work-life balance (Sieber, 1974). Greenhouse and Powell (2006) suggested that resources used in one domain do not necessarily leads to deficiency of resources for other domain. Success in one domain can help in alleviating conditions for achieving balance in work and personal life. WPLE balances a positive aspect necessary to achieve work-life balance contrary to the negative aspect of disturbance in one domain due to other by WIPL and PLIW.

FINDINGS AND CONCLUSIONS

Work-life balance is an important construct that has the capability to enhance work and life competencies or can disrupt normal functionality. Therefore it becomes crucial to re-evaluate the measure of work-life balance in current contextual scenario. In this study work-life balance scale is adapted from Hayman 15 items work-life balance scale. The factors identified in the adapted scale as measure of work-life balance are as follows: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Work Personal Life Enhancement (WPLE) and Health.

Work interference with personal life and personal life interference with work provides the negative dimension of balance whereas work personal life enhancement and health adds to the positive side of the balance. Both negative and positive dimensions are important in measuring and assessing balance in work and life domains to attain a fuller and multi-dimensional approach. Results indicate interference from work and life domain explains the maximum variance in work-life balance construct. This may imply that in current context negative spillover (interference) greatly prevail in occupational work-life, more so than enhancement of domains. Health came out to be an important factor of work-life balance in contextual scenario. Due to change in technological, environmental and economical functioning, health is a factor directly affected which in turn effects work-life balance initiative of an individual. Organizations should build organizational support policies in a manner that elevates the not only ease of working offsite but as well as health. This paper adds to the body of knowledge of contextual work-life balance. Future studies can use this scale for the occupational comparative study to identify differences in work-life balance initiatives. It can also provide insight into building intervention schemes for work-life balance outside the parameters of organizations.

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